

CATAWBA COUNTY



PUBLIC HEALTH

STRATEGIC PLAN

February 2008

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Vision Statement

Leading the Way to a Healthier Community

Mission Statement

A service driven organization committed to fostering partnerships that lead to the promotion, protection, and improvement of health in Catawba County and its surrounding communities.

Introduction

Catawba County Public Health works as an integral organization in partnerships to detect and prevent disease, prepare for and respond to emergencies, protect the public from health threats and environmental hazards, evaluate programs, collaborate with others, and educate our community about emerging and ongoing public health issues.

Catawba County Public Health is a dynamic organization committed to serving the people of Catawba County and the surrounding environment. Although public health programs assure the health of an entire population, Catawba County Public Health also provides direct services to individuals and partner agencies. At every level, Catawba County Public Health strives to be customer service oriented, easy to access, and responsive to a variety of needs.

Every division of Catawba County Public Health is dedicated to working together. We are at our best when we are working efficiently and effectively as a team, listening carefully, communicating well, empowering others, and assuring the quality and accessibility of health services. Through identifying, understanding, and evaluating our strengths and limitations, we strive to continually improve services to the community.

We aim to sustain and increase our credibility to advocate for public health issues at the federal, state, and local levels, carry out three core functions of assessment, assurance, and policy development, and provide the 10 essential services of public health. (See attached)

Process

The creation of a strategic plan is an important part of defining and understanding the direction of our organization for our staff, board members, clients, and community. Understanding our direction defines the boundaries for making decisions about developing programs/services and allocating resources. Although having a common vision and path is central for Catawba County Public Health (CCPH) to move forward, the needs of a population are dynamic, and emerging issues demand that our strategic plan be adaptable to our evolving community and environment.

With these requirements in mind, Catawba County Public Health Management Team took part in a strategic planning retreat in September 2007, facilitated by representatives from the North Carolina Institute for Public Health. The Management Team prepared by reviewing the current (1999) strategic plan and identifying strategic statements our organization has accomplished and highlighting relevant issues that continue to be important. In addition, the team reviewed current health data, trends, and issues as well as information, surveys, focus group responses, and community input gathered and utilized in the development of the 2007 Community Health Assessment. The Management Team took inventory of the strengths and weaknesses of themselves, the team, and the department and converted this information into challenges and opportunities available now and in the future. (See attached CCPH Strategic Planning Session-September 18-19, 2007 Minutes) Throughout the retreat and as components of the strategic plan were taking shape, the team challenged the viability of the existing vision and mission statements. As a result, the vision and mission statements were adjusted to reflect priorities and direction of the 2008 strategic plan. Finally, through a series of follow-up discussions among individual team members, other public health staff, Board of Health members, county management, and the management team, a set of

strategic statements that will provide the framework for the future direction of Catawba County Public Health was established and approved. This strategic plan will be reviewed annually by the management team and Board of Health to evaluate progress being made and to ensure strategic direction and the public health issues being addressed remain current. All future tactical plans generated over the next five years will result from and be directly linked to the strategic plan.

Core Values and Assumptions

Catawba County Public Health has a common set of beliefs, principles, norms, and philosophies that are ever-present and understood by the organization. The following core values and assumptions are inherent in this strategic plan and each strategic statement.

Core Public Health Functions: Assessment, Assurance, Policy Development

The three core public health functions are the foundation on which all public health practice, programs, and services are developed. These core functions are always the backdrop, as we facilitate the creation of a community health assessment, develop a new program, allocate resources, partner with other organizations, advocate for health issues, consult with individuals and organizations or interact with individual clients. All strategic statements have as a component one or more of the three core functions.

Public Trust

Public Trust is essential to Catawba County Public Health being effective in promoting health and healthy lifestyles and protecting the health of the community. Establishing and maintaining credibility and accountability with the individual as well as the community allows CCPH to develop partnerships and engage cooperation among organizations, individuals, and the community that is needed to improve the health of all people. Therefore, CCPH has established and is committed to maintaining a credible organization through accuracy of information, administering and providing quality, cost efficient programs and services, and listening and being responsive to the public.

Flexibility

A “strategic plan,” by definition, conveys guidance and direction. The creation of the Catawba County Public Health Strategic Plan will assist our organization in focusing our resources and priorities over the next 5 years. Since change is a constant and the future isn’t always predictable, the Catawba County Public Health management team, staff and Board of Health understand that flexibility is essential in public health practice as well as the strategic plan. New issues and opportunities not originally conceived in the plan that surface within the next 5 years will be considered for inclusion in the strategic plan.

Partnerships

Public Health realizes that health issues are multifaceted and solutions are rarely accomplished by one person or one organization. Therefore, partnerships are crucial to the protection and promotion of the health of our community. Public Health will always seek out and welcome partners to join us in realizing our mission.

The Customer is our Priority

Whether it’s a population of people with a common health risk, the entire community, or an individual, the client is always our priority. Before a program or service is added, deleted, or modified, our first consideration is the benefit or detriment to our clients and members of our community. Catawba County Public Health demonstrates respect for our clients by listening and responding to their ideas and questions,

seeking to understand, and showing empathy for each individual circumstance, having a kind and courteous demeanor, and pursuing a positive outcome for each client.

Provider of Last Resort

As already established, assurance of health care in the community is a core public health function. Public Health should identify unmet or emerging health issues, inform the community and key stakeholders about those needs and issues, and encourage and empower health organizations within the community to provide the services or fulfill health needs. However, if there is no other organization in the community available or willing to meet those needs, Public Health may develop the service as a “provider of last resort.”

People as a resource

Catawba County Public Health believes that people are the most valuable resource. Our organization strives to recruit, retain, and develop a competent, compassionate, ethical, and professional workforce that understands and believes in the principles and practices of public health. Having the right people in the right positions is vital to accomplishing our vision, mission, and strategic plan.

Strategic Statements

Strategic statements declare what our organization will be “positioned to do” and thereby, define priorities for the next 5 years. In this strategic plan, strategic statements are categorized by the four distinctive practice areas as well as the support division within Catawba County Public Health. Each statement will have a tactical plan with goals and objectives developed with input from public health staff and where applicable, key stakeholders in the community.

Home Health

- ▶ Respond to the dramatic increase in older adults (aging baby boomers) and their in-home health care needs.
- ▶ Advance the quality of home health services above industry standards.
- ▶ Utilize technology and information to effectively and efficiently attain and allocate resources.

Environmental Health

- ▶ Work to make the Environmental Health (EH) mission known, through technological and personal outreach.
- ▶ Be recognized as a model EH program, through continuous quality improvement and full implementation of our automation program.
- ▶ Understand and respond to current environmental health emerging issues and threats.

Clinical Practice

- ▶ Provide or assure Prenatal Services for low income/Medicaid eligible women in the most efficient and effective manner.
- ▶ Meet the increased demand for WIC program services.
- ▶ Ensure a safe work environment.
- ▶ Respond to the dental health needs of children in Catawba County.
- ▶ Ensure the highest quality and efficient preventive health services for children and adolescents.
- ▶ Assure timely and convenient access to preventive, screening, diagnostic, and treatment services and/or programs for eligible adults.

Community Health

- ▶ Be a catalyst for county wide healthy lifestyles
- ▶ Provide leadership and guidance in prioritizing and addressing health needs of the community.
- ▶ Empower and assist more facilities in Catawba County to become smoke-free.
- ▶ Be the “EPI” center for communicable disease control, information, and surveillance.
- ▶ Be an active partner in community disaster (man-made or natural) response.
- ▶ Participate as a core member of a school health partnership by coordinating preventive and acute health services for school age children.
- ▶ Engage and connect the community to public health through innovative marketing and technology approaches.
- ▶ Have fully developed case management services.

Administration

- ▶ Maximize opportunities available through information and technology to improve service delivery, enhance service quality, and increase available revenue.
- ▶ Have a competent diverse workforce, now and in the future, capable of managing the public health needs of the community.
- ▶ Receive and retain North Carolina Public Health Accreditation as well as attaining high quality standards in all areas of the organization.
- ▶ Have leadership cultivated in and exhibited by employees in all areas of Public Health.

Catawba County Public Health Success

Catawba County Public Health defines success by the accomplishment of our organizational mission and vision. The strategic statements within this strategic plan are the most critical issues facing CCPH and must be addressed and achieved in order for CCPH to be successful. The tactical plan contains the measurable objectives that gauge our progress towards carrying out the strategic statements. By adhering to our core values, assessing and addressing critical issues facing public health, and continually measuring, benchmarking, and evaluating our direction and goals, Catawba County Public Health will improve its capability to successfully meet the public health needs of the community.

Adopted this the 7 day of April, 2008

Signature on file

Dr. Kerry Reeves, Chairman
Catawba County Board of Health

Signature on File

Mr. Douglas W. Urland, Health Director
Catawba County Public Health